

PROPOSAL PACKAGE

CC-MORA005-06

CC-MORA006-06

Department of the Interior

National Park Service

Mount Rainier National Park

**Proposal to Provide Guided Mountaineering and Other
Guided Snow and Glacier Based Activities
Within Mount Rainier National Park**

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PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the Concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. The letter, submitted without alteration, must bear original signatures and be included in the Offeror's response package. The Service will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new Concession Contract as the Concessioner. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.
- 3) As discussed in the Business Opportunity section of this Prospectus, the Service intends to award the Contracts offered under this Prospectus A and Prospectus B to separate, independent entities. Accordingly, Offerors, and any participants, team members, investors, shareholders, and/or partners of the Offeror, may only be party to and/or have an interest in, one proposal submitted in response to this Prospectus and to a proposal submitted by the same Offeror under Prospectus A. The Offeror and its participants, team members, investors, shareholders, and/or partners may not be party to any other proposals under either Prospectus. The Proposal Transmittal Letter contained in this section of this Prospectus contains an Offeror certification to this effect.

To: Jonathan B. Jarvis
Regional Director
Pacific West Region
National Park Service
1111 Jackson St.
Oakland, CA 94607-4807

Attention: Concession Program Management

Dear Mr. Jarvis:

The Offeror hereby agrees to provide visitor services within Mount Rainier National Park in accordance with the terms and conditions specified in the draft Concession Contract MORA005-06 [or] MORA006-06 [CHOOSE ONE AND DELETE OTHER], provided in the Prospectus issued by the public notice as listed on www.fedbizopps.gov on _____ and to execute the new Concession Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus).

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is true to the best of its knowledge and belief. The Offeror agrees to meet all the minimum requirements of the draft Concession Contract, and this Prospectus, and that the Offeror has provided all of the mandatory information specified in this Prospectus.

The Offeror further certifies that it and its participants, team members, investors, shareholders, and/or partners, if any, are only party to or have an interest in this proposal submitted in response to this Prospectus and, are only party to or have an interest in, if at all, to a proposal submitted by the same Offeror under Prospectus A.

Also, the Offeror, in the event that it is conditionally selected, after preference has been applied, for award of the Concession Contract under this Prospectus B, and, also is conditionally selected, after preference has been applied, for award of a Concession Contract under Prospectus A, hereby states (since the Offeror can be awarded only on Concession Contract), that the Offeror elects to be awarded (check the applicable Prospectus) the Concession Contract in:

☐ Prospectus A (MORA001); ☐ Prospectus B (MORA005/MORA006)

The Offeror certifies in accordance with 43 CFR Part 12 the following:

Any of the individuals or entities seeking participation in this Concession Contract are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.

Within the three years preceding submission of the Proposal, none of the individuals or entities seeking participation in this Concession Contract have been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state

antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.

None of the individuals or entities seeking participation in this Concession Contract are presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the offenses.

The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the new Concession Contract:

1. To the minimum requirements of the Prospectus as identified in Part A of this Proposal Package.
2. To complete the execution of the final Concession Contract within thirty working days after it is presented to the Offeror by the National Park Service.
3. To commence operations under the new Concession Contract on the effective date of the new Concession Contract.
4. To operate under Service-approved rates to visitors that will be provided upon award of the final Concession Contract until such time as amended rates may be approved by the Service.
5. [Include only if the Offeror is not to be the Concessioner] To provide the entity that is to be the Concessioner under the draft Concession Contract with the funding, management and other resources described in our proposal.

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

CERTIFICATE OF CORPORATE OFFEROR

(Offerors who are not corporations should skip this certificate)

I, _____, certify that I am the _____ of the corporation named as Offeror herein; that _____, who signed this proposal on behalf of the Offeror, was then _____ of said corporation; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.

BY: _____ DATE _____

(Type or print name and date)

Original Signature

TITLE _____

ADDRESS _____

PART A

The minimum requirements for the new Concession Contract are identified in this Part A of the Proposal Package. If the Offeror, in its transmittal letter, does not agree to these minimum requirements, the proposal will be considered non-responsive. A copy of Part A must be included in the Offeror's response package. (The requirements of Part B outline detailed subfactor submissions referenced in this part, as well as additional secondary selection factors.)

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA.

The Offeror agrees to comply with all terms and conditions in the Contract, including compliance with all applicable laws, including, without limitation, environmental protection and conservation laws, under the terms and conditions specified in the Concession Contract.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.

The Offeror agrees to comply with all the terms and conditions specified in the Concession Contract, including its exhibits.

The Offeror agrees to operate at or below the approved maximum rate schedule, provided in Appendix A, during the term of the Concession Contract until such time as a new rate schedule is approved by the Secretary, in accordance with the NPS Concessions Management Improvement Act of 1998 (P.L. 105-391). The Offeror accepts the draft Operating Plan included as Exhibit B of the draft Concession Contract.

The Offeror agrees to implement an equal opportunity program and comply with the terms of the Equal Opportunity accessibility requirements of the draft Concession Contract.

The Offeror agrees to develop and implement an effective health and safety program (Risk Management Program), according to the requirements of the draft Operating Plan for such programs.

The Offeror agrees to meet the public liability and property insurance requirements of the draft Concession Contract and agrees to provide property and liability insurance of at least the types and levels of coverage described in the draft Concession Contract.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE MINIMUM REQUIREMENTS FOR THIS PART. INFORMATION IS REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IN PART B.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR.

The Offeror agrees to at least the minimum Franchise Fee of 2.0% of annual gross receipts.

PART B

All subfactors under each Principal and Secondary Selection Factor are of equal weight in determining a score for the applicable Selection Factor.

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA. (0-5 POINTS)

Note to Offeror:

This selection factor is concerned with objectives that relate specifically to the protection of the particular resources of the park area. Objectives for improvement of the natural environment in general (fuel efficiency, etc.) are addressed under Secondary Selection Factor 1. Please avoid overlap between responses here and responses to Secondary Selection Factor 1.

The Park's objectives for protecting, conserving, and preserving the resources within the park area are dependant upon the following:

- 1) Clients and visitors are educated about protecting the glaciated Alpine Environment as well as water quality, and;
- 2) The Concession operation does not impair Park resources.

Subfactor 1(a). Training and Education.

Describe how you would educate your clients and park visitors about protecting the resources of the park. Please discuss issues relating to:

1. Water quality
2. Protection of climbing routes
3. Protection of natural quiet and other climber's experiences

Subfactor 1(b). Wilderness Stewardship.

Describe your program for protecting the park resources in general, including, but not limited to minimizing the use of climbing aids and disturbing fell fields.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0-5 POINTS)***Note to Offeror:***

The Park's objectives for providing necessary and appropriate visitor services at reasonable rates are as follows:

- 1) To provide visitors with a quality experience and an appreciation of the resource values of the park area, and;
- 2) To provide visitor services in as safe a manner as possible.

Subfactor 2(a). Quality of Visitor's Experience.

Please describe how your company would manage the following:

- 1) Operations
 - a) How would your company market, organize and manage a four day guided ascent of the Emmons/Winthrop Glacier route? At minimum, include information on:
 - i. Marketing plans/strategy
 - ii. Pre-planning information provided to clients,
 - iii. Where the team would camp,
 - iv. Where, and what type of, training would occur,
 - v. Any pertinent safety considerations and how they would be mitigated,
 - vi. How the climb would be conducted from the beginning to the end of the trip.
 - b) How would your company market, organize and manage a three-day guided ascent of the Ingraham Direct/Disappointment Cleaver route with a one-day mountaineering day school? Assume that your team would be using tents and have access to a small cache at Camp Muir. At minimum, include information on:
 - i. Marketing plans/strategy
 - ii. Pre-planning information provided to clients,
 - iii. Where the team would camp,
 - iv. Where, and what type of, training would occur,
 - v. Any pertinent safety considerations and how they would be mitigated,
 - vi. How the climb would be conducted from the beginning to the end of the trip.
- 2) Describe how you would conduct your operations in a manner that would minimize impacts on other visitors. Potential impacts might include employee conduct, group size, congestion along the climbing routes, and the selection of routes.

Subfactor 2(b). Safety.

- 1) You have a 12 person guided team ascending the Disappointment Cleaver route. How would your staff manage the following events if all were to occur during the course of the trip:
 - a) A client becomes too tired to ascend after reaching Camp Muir high camp the first day,
 - b) During the summit climb, a second client becomes too tired to ascend at 11,000 feet,
 - c) And finally on the same trip, a third client slips and sprains an ankle at 13,000 feet.
- 2) It's May and one of your guided teams decides to turn around at Pebble Creek on a three-day climb because the weather and route conditions are too dangerous (high winds, whiteout, heavy precipitation with poor weather outlook). How would your company manage the event, the clients, client satisfaction, and the remainder of the trip?
- 3) List and describe any important climbing, medical and safety equipment carried on a privately guided four-day ascent of a less traveled route.
- 4) How would your company handle "on mountain" communication with teams? Similarly, how would it handle communication between teams on the mountain with base operations which are off-mountain?
- 5) Please provide a copy of your contingency plan for emergencies. This plan should include search and rescue for members of your climbing party; responsibilities of internal personnel during an emergency, and evacuation, accident, and communication procedures.

Subfactor 2(c). Training.

- 1) Describe and differentiate between the various levels of guides that you would use and provide the minimum requirements for each level of guide. What would be the responsibilities for each level of guide? What level of guide would be required on each trip?
- 2) Provide a matrix that lists:
 - a) Training required for your employees and the frequency that it would be required.
 - b) Duration of each type of training (hours).
 - c) Who, by position, would be required to attend the various types of training?
 - d) What reviewable records would be maintained to track the training?
 - e) Whether training is currently required or whether the training is proposed for implementation.
 - f) Whether the training would be conducted by a certifying entity.

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSIONS CONTRACT. (0 – 5 POINTS)

Note to Offeror: To assist in the evaluation of proposals under this and other selection factors, please provide the following information regarding your organizational structure. This information will be utilized for assessing responses to the various selection factors.

Identify the Offeror and each business organization, operator and any parties involved in the management of the proposed Concession operation. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of the proposal, demonstrate that the individual(s) or organization(s) that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be a qualified person as defined in 36 CFR §51.3.

If you are **partnership or sole proprietor**, use the Business Organization Information Form entitled “**Business Organization and Credit Information – Partnership or Sole Proprietor**”. If you are a **corporation**, use the Business Organization Information Form entitled “**Business Organization Credit Information – Corporation**”. When the appropriate form is completed, the Business Organization Information Form should:

1. Identify the “Offeror” formally.
2. Explain the legal form and formal structure of the Offeror.
3. Identify and describe the owners of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interest.
4. Identify all related, subordinate, or superior business organizations and any other organizations, contractors, or subcontractors that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice.
5. Identify how long the Offeror has existed as a legal entity.
6. Identify the principle lines of authority within your business organization. Please provide an organizational chart as well.
7. Identify the person whom the Service will work with regarding day-to-day operations and issues.

Subfactor 3(a). Operational Experience.

- 1) State in detail your overall background and experience in the safe operation of guided mountaineering services in glaciated alpine environments. Include your experience climbing on Mount Rainier, or climbing mountains with conditions similar to those present on Mount Rainier.

- 2) State how long you have been providing services similar to those that are to be provided under the draft Concession Contract.
- 3) Please list any Notices of Violations, fines, citations, and/or penalties the Offeror and/or its employees have received for activities related to guiding. Also, indicate if you have ever had a permit, authorization or Contract revoked for guided activities. Please limit your response to this question to events that occurred within the past 5 years. Provide the details for all Notices of Violations, fines, citations, penalties, or revocations and explain what actions were taken to prevent the issue from being repeated.

Subfactor 3(b). Human Resources.

The Service is seeking Offerors that demonstrate a commitment to excellence in providing personnel with the most professional experience, education, and accomplishment to carry out the responsibilities of the draft Concession Contract. Please provide the following information:

- 1) Describe the function and necessary qualifications of the persons you would employ for each of the following positions. Include relevant experience, minimum qualifications, certifications (if applicable), and education in a consistent format.
 - a) Owners
 - b) General Manager
 - c) Lead Climbing Guides
 - d) Training Staff
 - e) Lead Operational Personnel
- 2) Please submit resumes of the above listed key individuals that you will employ to carry out management and operations under the Contract.

(Note to Offeror: Please use the Resume/Individual Experience and Related Background form contained in this section of the prospectus.)

**BUSINESS ORGANIZATION
PARTNERSHIP OR SOLE PROPRIETOR
(PRINCIPAL SELECTION FACTOR 3)**

Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID #	
Form of Business:	
<input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Other (please describe) _____	
Years in Business	

OWNERSHIP			
Names And Addresses Of Each Partner Or Sole Proprietor	Percentage of Ownership	Current Value of Business	Role in Providing Concession Services

<p align="center">BUSINESS ORGANIZATION CORPORATION (PRINCIPAL SELECTION FACTOR 3)</p>

Complete separate form for the submitting corporation and the parent corporation (include all partners in a joint venture).

Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
State of Incorporation	
Date of Incorporation	

OWNERSHIP	NUMBER AND TYPE OF SHARES OR PERCENTAGE OF OWNERSHIP	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest or key principals of corporation		
Total of All		
Total Shares Outstanding		

CORPORATE OFFICERS AND BOARD OF DIRECTOR	ADDRESS	TITLE AND/OR AFFILIATION

RESUME
INDIVIDUAL EXPERIENCE AND RELATED BACKGROUND
(PRIMARY SELECTION FACTOR 3 – SUBFACTOR 3C)

Name

Address

Telephone Number

Fax Number

Education, Degrees, Licenses, Designations, Special Skills

Name of Current Employer

Address

Nature of Business

Dates of Employment

Title of Position Most Recently Held

Description of Duties and Responsibilities (Include number of people supervised)

Proposed Role in Concession Service

Qualifications for that Role

Estimated Time per Week Dedicated to that Role

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. (0 – 5 POINTS)

***Note to Offeror:** In the event the Offeror is not the legal entity that is to be the Concessioner, provide the information described below with respect to both the Offeror, including all partners in a joint venture, and the proposed Concessioner. Also describe the Offeror's financial relationship to the proposed Concessioner.*

Identification of a responsible, capable, and qualified operator is of paramount importance to the Service. Your responses should be complete and demonstrate your financial capability to carry out the terms of your proposal.

Subfactor 4(a). Credit Information.

Please prepare the Business Credit Information form provided at the end of this section to further demonstrate that you are financially sound and have a history of meeting your financial obligations.

Subfactor 4(b). Acquisition and Start-Up costs.

Please provide your estimate of the acquisition and start-up costs of this business using the Acquisition and Start-Up Cost form included at the end of this section. Explain fully the methodology and the assumptions used to develop the estimates. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

Subfactor 4(c). Sources and Availability of Funds.

Identify the source(s) of the funds estimated above. Provide compelling documentation of your ability to obtain the funds from these sources. Explain fully the financial arrangements you propose using the following guidelines:

- 1) Document each source and availability of all funds with your current audited financial statements, financing agreements, letters of commitment, or similar supporting documents.
- 2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), include a letter (addressed to the lender and containing all appropriate bank contact information) permitting the lender to release any information to the National Park Service concerning the financing arrangements of this opportunity. Include the contact name on the letter.
- 3) If funds are to be obtained from an individual, or a corporation whose primary fund source is an individual, provide the following as appropriate:
 - Current personal financial statement for the primary source of funds.
 - Documentation of any assets to be sold.
 - Written funding commitment from the individual or corporation.

- Any other documentation or assurances that make a compelling demonstration that the funds are available.

Subfactor 4(d). Financial Viability of Proposal.

Demonstrate that your proposal is financially viable. Using the forms located at the end of this section, and following the guidelines below, provide projected estimates of the revenues and expenses of the Concession business in the form of annual prospective income and cash flow statements for the Concession Contract's term. The National Park Service has provided forms that request the information in the format desired. These forms may differ from the format and requirements set forth in generally accepted auditing standards ("GAAS") with regard to prospective financial statements. The National Park Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS. In situations where the information requested departs from GAAS, the National Park Service requests that the information be provided in the format requested and NOT in conformance with GAAS.

Additional instructions regarding the forms:

- 1) State and incorporate the annual inflation rate and estimates of real growth you anticipate.
- 2) You may expand on the information requested on the form, but do not provide less, do not reduce the captions called for, and do not change the order of items.
- 3) Do not add or eliminate columns or rows on the Excel spreadsheets provided in the Appendix. If you wish to provide additional information, do so in additional spreadsheets (outside of the ones provided). If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables.
- 4) Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to allow a reviewer to determine the basis for the estimates and make a determination of whether or not the projections are realistic.
- 5) In particular, if you intend to assess a Management Fee, or other form of corporate overhead and profit, you must CLEARLY describe what this fee is comprised of (Officer salaries, human resources, accounting, marketing, profit, etc.).
- 6) Complete all of the forms provided and submit both hard copy and electronic Excel spreadsheet file. Failure to provide all of the information requested on these forms may result in a reduced score. Use the form included in the electronic version of the Operating Assumptions – Prospective Income Statement form (provided in the Appendix). The financial basis of any projections that show significantly increased revenues and/or decreased expenses from the projections provided in the Prospectus must be fully explained.
- 7) Only projected receipts and expenses related to the services which are required by the Draft Contract and those you choose to operate under "authorized" services are to be included in your prospective statement. Please clearly identify which receipts and expenses are related to required or authorized services.

- 8) Please identify any authorized services that will be provided and include related financials in your financial projections.

BUSINESS CREDIT INFORMATION
(PRIMARY SELECTION FACTOR 4 – SUBFACTOR 4A)

1. Has Offeror and/or any of its affiliate, parent, or predecessor companies/business entities ever had a management or Concession Contract terminated for default or for any other reason, or been forbidden from contracting by a public agency or private company?

YES

NO

If YES, provide full details of the circumstances.

2. List any Foreclosures, Bankruptcies, Transfers in Lieu of Foreclosure and/or Work-Out/Loan Modification Transactions for the Offeror and/or any of its affiliate, parent, or predecessor companies/business entities during the *past five years*. (If none, so indicate)

Name of Property	City State	Property Type	Approximate Loan Amount	Lender	Year of Event

Attach an explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate.

3. Describe any pending litigation or current lawsuits (other than those covered adequately by insurance) which if adversely resolved would materially impact the financial position of the Offeror.
4. Attach:
- i) Partnership Agreements or Joint Venture Agreements
 - ii) Tax Returns
 - iii) CURRENT (within the past six months) Credit Reports for the entity and key principals, from a major credit reporting company such as Equifax, Experian, and Dun & Bradstreet.
5. Audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Financial statements should be provided for your operation/company AND all parent companies. Personal financial statements must be provided for any owners of a sole proprietorship or general partners within a partnership.

ACQUISITION COST AND START-UP COSTS
(PRIMARY SELECTION FACTOR 4 – SUBFACTOR 4B FORM)

Immediate Purchase of New Items \$ _____

Furniture, Fixtures and Equipment \$ _____

Supplies \$ _____

Vehicles \$ _____

Climbing Equipment \$ _____

Other Soft Costs ¹ \$ _____

Initial Working Capital \$ _____

Total Acquisition Cost \$ _____

(1) Provide detail. May include pre-opening expenses such as legal, purchase of initial inventory, salaries and wages, development of collateral material, etc.

Company Name
CONCID

MORA005-06,MORA006-06

Prospective Income Statement

	2007	%	2008	%	2009	%	2010	%	2011	%	2012	%
Gross Revenues												
Climbing												
Total Gross Revenues												
Departmental Costs												
Climbing												
Labor												
Direct Operating												
Total Departmental Costs												
Departmental Income												
Undistributed Expenses												
Administrative and General-Payroll, Taxes, and Related												
Administrative and General-Other												
Marketing												
Repair and Maintenance												
Utilities												
Management Fee												
Total Undistributed Expenses												
Income Before Fixed Expenses												
Fixed Expenses												
Property Taxes												
Insurance												
Franchise Fees												
Rent												
Reserve for Replacement (Real Property)												
Reserve for Replacement (Personal Property)												
Total Fixed Expenses												
EBITDA												
Interest Expense												
Depreciation												
Amortization												
Net Profit Before Taxes												
Income Tax												
Net Income												

Notes:

1. The Gross Revenue projection must be based on rates determined by the approval methods set forth in the draft Operating Plan as well as your operating assumptions outlined. **Please note that Gross Revenue does not equal Gross Receipts. Gross Receipts is defined in the Draft Contract.**
2. Offerors must fill in the electronic version with their projections for the full 10-year term of the Concession Contract

SAMPLE

Company Name

CONCID

MORA005-06,MORA006-06

Prospective Cash Flow Statement

Operating Activities	2007	2008	2009	2010	2011	2012
Net Income						
Adjustment to Reconcile Cash Flow						
Depreciation						
Amortization						
Gain/Loss on Sale of Fixed Assets						
Change in Working Capital						
Other (describe)						
Net Cash Provided by Operating Activities						
Financing Activities						
Decrease in Notes Payable						
Increase in Long-Term Debts						
Changes in Stockholders' Equity						
Dividends Paid						
Cash Provided by Financing Activities						
Other (describe)						
Net Cash Used in Financing Activities						
Investment Activities						
Investment in Real Property						
Investment in Personal Property						
Other Investments (describe)						
Net Cash Used in Investing Activities						
Total Cash Flow						

Note: The above table may represent only a portion of the electronic file contained in the Assumptions form in the Appendix. Offerors must fill in the electronic version with their projections for the full 10-year term of the Concession Contract.

SAMPLE

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0 – 4 POINTS)

The minimum franchise fee acceptable to the Service is 2.0% of gross receipts.

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor. However, consideration of revenue to the United States will be subordinate to the objectives of protecting, conserving, and preserving resources of the park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

The Service recognizes that this Concession Contract may be a part of the Offerors guided climbing business outside the park. To the extent that your franchise fee is supported by other aspects of your business due to the opportunities provided by this Contract, such as packaging a Mount Rainier climb with other guided climbing destinations, you must provide adequate detailed support in your proposal.

State the franchise fee that you propose. Such fee must at least equal the minimum franchise fee set forth above. Express this fee only as a flat fee percentage of total annual gross receipts.

_____ percent of total annual gross receipts

SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION, AND PRESERVATION OF PARK AREA AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0 – 3 POINTS)

***Note to Offeror:** The subfactors for this Secondary Selection Factor focus on environmental management programs and activities that promote general environmental objectives such as fuel efficiency, etc. Please avoid overlap between your response here and your response to Principal Selection Factor 1.*

Subfactor 1(a). Waste Management.

Describe the ways you would deal with the solid waste and recycling materials produced by your operation. Describe how you would minimize the amount of solid waste on and off Mount Rainier.

Subfactor 1(b). Air Pollution.

Describe your commitments to use clean technology and/or fuel efficient shuttle vehicles.

SECONDARY SELECTION FACTOR 2. THE OFFEROR'S PROPOSAL AND COMMITMENT TO INCREASE THE NUMBER OF GUIDES PER CLIMBING PARTY, OR TO DECREASE THE NUMBER OF CLIENTS, TO EXCEED THE MINIMUM CLIENT TO GUIDE RATIO OF 4 CLIENTS PER GUIDE ON ALL CLIMBS. (0 – 2 POINTS)

Subfactor 2(a). Higher summit success rates and client satisfaction can be achieved by increasing the number of guides in a climbing party, or decreasing the number of clients. The Service has directed that there will be no more than 4 clients per guide in a climbing party. Describe any commitments that the offeror will make to increase the number of guides or decrease the number of clients per guide and list the activities that this commitment will apply to. Provide a table of intended client to guide ratios for each type of climb that you intend to offer. Please do not include every climb for the entire season in the table.